



The Train

Delivering the latest training news and information



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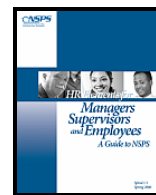
NSPS Program Executive Office Releases Guide for Spiral 1.1 Organizations

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"HR Elements for Managers, Supervisors, and Employees -- A Guide to NSPS," a new publication developed by the NSPS Program Executive Office, provides employees with an overview of the critical elements they need to understand as they convert to NSPS. The guide includes topics such as pay increases and bonuses, pay bands, and job objectives, to name a few. The guide also includes "Key Terms and Definitions" employees need to be familiar with as they convert to NSPS. Employees in Spiral 1.1 organizations converted to the new NSPS System on April 30th, 2006.

To view the guide in its entirety, click on the picture to the right.



Free On-line Course Provides Overview of NSPS Human Resources Elements

NSPS 101 provides an overview of the Human Resources elements of NSPS, covering such topics as conversion to NSPS, classification, compensation, performance management, staffing flexibilities, and workforce shaping. It is a web-based course designed to address questions such as "What happens to me when my position is converted to NSPS?" to "How does the pay-for-performance system work?" NSPS 101 serves as a foundation for ongoing training in instructor-led courses that begin shortly before conversion into NSPS.

The course also includes a conversion calculator that identifies an employee's career group, pay schedule, pay band and estimate of within-grade increase buy-in.

Click [here](#) to begin the NSPS 101 course.

Civilian Leader Improvement Battery (CLIMB) Assessment Tool

The Assistant G-1 for Civilian Personnel has partnered with the Department of Navy to develop a voluntary, web-based leadership skill assessment tool. The Civilian Leader Improvement Battery (CLIMB) Assessment Tool is designed to assist current and future leaders in identifying their leadership strengths as well as areas which could be developed or further improved.

Although leadership skills have always been important, the deployment of the new National Security Personnel System (NSPS) places even greater responsibility and accountability on managers and supervisors. In addition, the anticipated retirements of many senior and mid-level managers and supervisors will create new opportunities for employees who are interested in leadership positions. The CLIMB assessment tool can help you determine your level of interest in leadership positions and what further development you may need to be more competitive for those positions.

CLIMB from page 1



"The CLIMB assessment is highly recommended for all professional and career program employees who are in or who aspire to leadership positions."

CLIMB is a two part assessment that includes a self appraisal and a supervisory appraisal which may be completed by a current or former supervisor or a mentor—someone who knows your work and your skills and abilities. When both of you have completed the CLIMB, you will receive several tailored feedback reports designed to help you interpret your results and focus on those leadership competencies that need further development. There are hyperlinks between each competency and the recommended training to develop that competency. This information may be used by you and your supervisor or mentor to prepare your Individual Development Plan (IDP).

The results of the Self and Supervisor Assessment are provided to you and whoever you selected to complete the Supervisor Assessment. No one else has access to your individual data. The aggregated results of all participants are collected and maintained on a secure server and may be used for research purposes.

The CLIMB assessment is highly recommended for all professional and career program employees who are in or who aspire to leadership positions. The instrument is available to any employee who has a ".mil" e-mail address. CLIMB may be accessed through AKO/My Personnel or directly at <http://www.123assess.com/climb/home.do>. The website contains additional, detailed information about CLIMB.

Taking the CLIMB assessment is voluntary. The CLIMB assessments and training recommendations are for self-development and do not guarantee selection for training or career advancement. However, the information that CLIMB provides can help you identify and develop the leadership competencies you need to progress in your career.

Lean Six Sigma: Changing the Way Army Does Business

Secretary of the Army, Francis Harvey, recently issued a [deployment order](#) Army wide to execute the business transformation principles of Lean Six Sigma throughout the force to free up resources for the operational Army and to more quickly provide equipment to the soldier.

Mike Kirby, deputy undersecretary for of the Army for business transformation stated that "This is the largest deployment of management science since the beginning science." Kirby emphasized the need for both leaders and subordinates to embrace the principles.

Lean Principles

- **Value:** What the customer is willing to pay for.
- **Value Stream:** Actions that add value to a product or process.
- **Flow:** The continuous movement of product, favoring single-piece flow and work cells versus production lines.
- **Pull:** Replacing only material that is used and eliminating excessive inventory.
- **Continuous Improvement:** A relentless elimination of waste on a never-ending basis.

Lean and Lean Six Sigma are a set of methods organizations can apply to any manufacturing, transactional or service process to reduce waste, eliminate non-value added actions and cut time.

Lean is a strategic methodology that aims to streamline production by minimizing or eliminating waste, which in turn keeps down costs and allows processes to be completed faster and with fewer resources. Lean manufacturing focuses on preventative maintenance, quality improvement initiatives and flexible facilities, personnel and supply chain management.

Six Sigma is a highly disciplined approach to decision making that helps people focus on improving processes to make them as near perfect as possible. The term "Six Sigma" relates to the number of mathematical defects in a process. Six Sigma practitioners focus on systematically eliminating the defects so they can get as close to "zero defects" as possible. Done properly, Six Sigma ensures that internal processes are running at optimum efficiency.

Six Sigma Leadership Terminology

Master Black Belt – Six Sigma Quality experts. Act as leaders to drive change initiatives. Possess a deep knowledge of the principles & processes of Six Sigma & related concepts and methodologies.

Black Belt – Team leaders responsible for Six Sigma implementation. Receive a minimum of 4-5 weeks of leadership/problem-solving training. Provide guidance & training to Green Belts.

Green Belt – Have in-depth knowledge of Six Sigma methodologies. Integral members of the team. Play an important role in executing Six Sigma projects on an organizational level.

Yellow Belt – Have some knowledge of Six Sigma, but do not act as sole project leader.

Champion - Company leader or senior manager. Responsible for identifying projects, allocating resources and ensuring proper training for leaders involved in Six Sigma implementations.

Six Sigma from page 2

Lean with Six Sigma can produce a program that brings both short-term results – through the power of Lean – and long-term change through the power of Six Sigma.

“The increased focus on measuring results brought about by personal leadership,” said Secretary Harvey, “will ensure that the Army realizes evolutionary transformation in all its processes, and ultimately benefits from revolutionary outcomes.

Kirby acknowledged, “Where it has already been implemented, it has been successful. The workforce is 100 percent behind it.”

Secretary Harvey doesn’t plan to stop the application of the process on the factory floors. He is applying the principles to his own administrative services, installations, military construction, recruiting, medical capabilities and civilian human resources. In a recent statement Harvey said, “This is a fiduciary responsibility we have to the nation. We are changing the way we manage things. We are going to get more output for the same amount of money.”

Click [here](#) to view a video about the successes enjoyed by the U.S. Army Materiel Command since its deployment of Lean Six Sigma.

New Civilian Education System Aims to Develop Civilian Army Pentathletes

Army civilians have made significant contributions to the expertise, support and containment of operations necessary to successfully execute the Army’s mission. Today the reliance on civilians is becoming more pronounced as the transforming Army operates in a new “operational” environment. The Global War on Terrorism is causing uniformed leaders to be increasingly assigned to – and focused on – war-fighting missions. Consequently, more leader responsibilities are being shouldered by civilian employees, many of whom are also serving in operational environments. Civilians are a critical part of the unified Army team

The Training and Doctrine Command (TRADOC) is currently developing a new progressive and sequential leader development system - the Civilian Education System (CES). The CES is designed to provide enhanced leader development and education opportunities for Army Civilians.

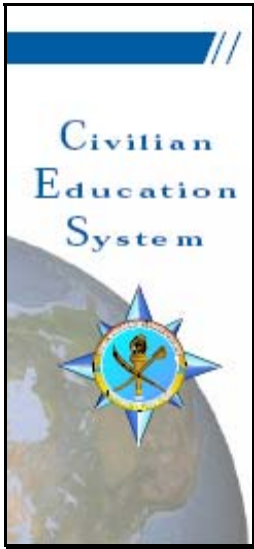
This transformation of civilian training and education will align uniformed and civilian leader development training and education and, will enable Army civilians to contribute to their fullest potential. Army Civilians will become “Pentathlete” civilian leaders of the 21st Century. These leaders will personify the Warrior Ethos in all aspects from war fighting to statesmanship to business management. The multi-skilled leader will:

- Know the Army
- Embody Army values
- Be professionally educated
- Be a life-long learner
- Be a leader of change
- Be confident and self-aware
- Share learning across and outside the Army
- Be adaptive and innovative
- Be a business leader with strategic focus
- Be effective across cultures
- Be a team coalition builder

The CES plan includes four courses that are sequential and progressive:



CES from page 3



*Click on picture above to
access the AMSC CES
Brochure*

- 1) The **Foundation Course** is designed for civilians entering the Army. It is entirely distributed learning. In this course students will learn to understand and appreciate Army values and customs; serve professionally as a member of the Department of the Army; acquire foundation competencies for leader development; develop effective communication skills; and be ready to assume a first leadership role.
- 2) The **Basic Course** is designed for leaders who exercise direct leadership and will be delivered in a combination of distributed learning and resident attendance. Students will understand and apply basic leadership skills to effectively lead and care for small teams and, learn to apply effective communication skills and develop and mentor subordinates.
- 3) The **Intermediate Course** is designed for civilian leaders who exercise direct and indirect supervision offered through a combination of distributed learning and resident attendance. Students will learn to manage human and financial resources; direct program management and systems integration; and display flexibility, resilience and focus on the mission.
- 4) The **Advanced Course** is for civilian leaders who exercise predominately indirect supervision offered through a combination of distributed learning and resident attendance. Students become skilled in leading a complex organization; managing human and financial resources; leading change; inspiring vision and creativity; directing program management and systems integration; displaying flexibility, resilience, and focus on mission.

In preparation for the transition to the CES, the following changes have been made to the current "Legacy" training programs:

- Lead Train-the-Trainer classes were discontinued in February 2006
- OLE classes will end in June 2006
- LEAD classes are expected to end in December 2006
- SBLM program is suspended and pending cancellation.



Senior Service College Suspense Dates Established

The G-1 has established a 21 September 2006 suspense date for all Senior Service College (SSC) applications. Four professional military education programs fall under SSC: The Army War College Resident, the Army War College Distance Education, the National War College, and the Industrial College of the Armed Forces.

All applications must be processed through command channels. Interested parties are advised to contact respective MACOMs, or equivalent organizations, for intermediate suspense dates to ensure that command-approved nominations are complete and forwarded to HQDA in priority order to be received by the HQDA suspense date.

Further information regarding the Senior Service College programs and application instructions may be found on the CPOL website at

<http://cpol.army.mil/library/train/catalog/ch02gen.html>

CHRA Develops First Formal NAF HR for Supervisors Course

The Civilian Human Resources Agency (CHRA) designed and developed the first formal Non-appropriated Fund (NAF) Human Resources (HR) for Supervisors course.

The new course curriculum was presented by nine NAF HR Officers May 22-24 at Aberdeen Proving Ground, MD. Participants included 12 NAF HR Officers, 7 HR Specialists and 7 NAF Managers who observed, critiqued and made suggestions for the final product. The overall evaluation of the course was excellent.

The course includes lectures, workshops and exercises designed to enable new NAF supervisors to efficiently and consistently execute their personnel management responsibilities.

The objective of the NAF HR for Supervisors training is to have a standardized course that can be conducted at installations Army-wide by Civilian Personnel Advisory Center NAF HR staffs.



Senior Executive Service Development

The U.S. Army Senior Executive Service (SES) Office is committed to helping senior executives attain their professional goals through a training agenda that features offerings for newly appointed as well as "seasoned" senior executives.

Tuition for mandatory courses is either centrally funded by the Army Civilian Training, Education, and Development System (ACTEDS) or by the component administering the program. Travel and per diem costs for these courses are funded by the member's organization.

Newly appointed SES members must complete the following mandatory courses within the first three years of Senior Executive Service.

- **Senior Executive Diversity Awareness Training (SEDAT)**

The DoD Senior Executive Diversity Awareness Training (SEDAT) is a collaboration between senior leaders and the Defense Equal Opportunity Management Institute (DEOMI) to enhance the capability of senior leaders to successfully use EO/EEO programs to lead a diverse force capable of maintaining national security. Information and scenario presentations will be presented to facilitate strategic discussion of service wide implications. The two-day seminar is divided into three phases, Awareness, Understanding, and Action.

- **Force Management Course for Senior Leaders (General Officer/Senior Executive Service Force Integration Course)**

The General Officer/Senior Executive Service (GO/SES) Force Integration Course is designed to familiarize senior level military and civilian personnel with the how to and why of determining force requirements and capabilities. The course examines alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive-level management positions within the joint/combined arena.

This course provides a systemic overview of "How the Army Runs". Students will learn the constitutional, statutory and regulatory basis for the force projection Army and the capabilities that must be sustained through management of doctrinal, organizational, and materiel change. They will become familiar with Army organizational roles, function and missions, especially at the MACOM and Army Secretariat/Staff levels. They will also be exposed to established force management processes, from the determination of force requirements through to the resourcing



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SES Development from page 5

of requirements and the assessment of their utilization in order to accomplish Army functions and missions in a joint/combined environment.

Instruction is accomplished by using lecture conferences and after action reviews. A diagnostic examination is administered on the first day of instruction to evaluate and assess the students' knowledge of force management processes. There are no other examinations. The one-week course can accommodate up to 60 personnel and is currently offered 4 times a year. Course attendance is determined by the Chief of Staff, Army (CSA) through the General Officer Management Office (GOMO). Scheduling is accomplished by GOMO and the Senior Executive Service Office (SESO).

- **Leadership At the Peak (LAP)**

Leadership At the Peak may only be taken after serving a minimum of 6 months in an SES or equivalent position. This program focuses exclusively on the demands of senior-most leaders, guaranteeing a comfortable, secure environment in which they can evaluate their leadership style and effectiveness and focus on high-level challenges in the company of their peers. It blends self-discovery, self-development and fitness activities and sets it all against a backdrop of current business themes. Held at the Center for Creative Leadership's Colorado Springs campus, set at the foot of the Rocky Mountains, this program offers a stimulating setting for reflection and development.

- **APEX Orientation Program**

The APEX Orientation Program serves as the initial introduction for all new SES members (career and non-career) to the Department. The goal of APEX is to improve executive job effectiveness through enhanced leadership skills and decision-making strategies. Traditionally, participation in APEX has led to an increased understanding of the Department's structure, processes, and priorities by fostering a sense of "jointness."

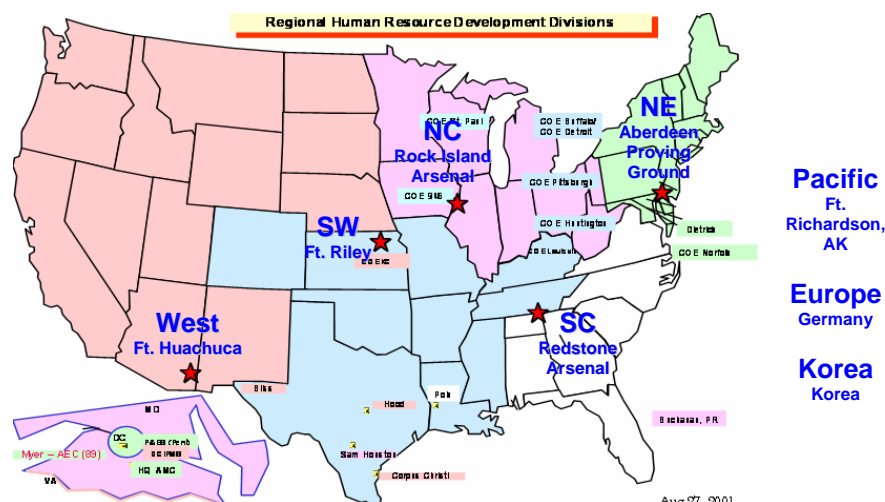
For more information about the above programs and other SES development opportunities, please see the [Army SES Development page](#) located on the PERMISS website.

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